PAGE 6 OF THE "FINAL REPORT" IS NOT MISSING.

PAGES ARE INCORRECTLY NUMBERED

LA PAGE 6 DU "RAPPORT FINAL" N'EST PAS MANQUANTE.

LA PAGINATION EST ERRONÉE

THE ECONOMIC IMPACT

ON

COMMUNITIES HOSTING GAMES

EXECUTIVE SUMMARY

October 14, 1988

Background

This study officially began in March of 1987. Its purpose was to develop, test and implement a method for determining the economic impact on communities hosting zone and provincial sporting events. The project was undertaken as a Ministry involving Paul Conrad from the Alberta Sport Council and Mike Boyd from Alberta Recreation and Parks. This study was intended to form the basis of a "how to" manual for Host Communities to enable them to conduct future economic impact studies in addition to the collection of expenditure dataoin sporting events.

Introduction

Economic impact assessments were performed on four Zone and two Alberta Games. The host communities involved included:

Zone

Grande Prairie	(Northwestern Alberta Summer Games)
Nanton	(Southern Alberta Summer Games)
Sundre	(Big Country Winter Games)
Lac La Biche	(Northeastern Alberta Winter Games)

Alberta Games

Strathcona County	(Alberta Summer Games)
Red Deer	(Alberta Winter Games)

The attached final report outlines the approach and methodology utilized the implementation of these economic assessments. An analysis of the results of each Games and an overall summary is provided for each host community.

Results

Table 1 compares attendance figures for all games surveyed. It is interesting to note that the Southern Alberta Games drew more athletes and almost as many spectators as the Alberta Summer and Winter Games. Generally attendance of athletes and spectators depended upon whether the games were zone or provincial in scope.

Volunteer participation varied markedly between zone games and provincial games as shown in the number of volunteers and the average hours per volunteer. Much of this difference may be attributed to the fact that athletes are provided accommodation, meals and transportation at the provincial games. There is, therefore, a greater need for volunteers at these games.

Table 2 compares expenditure information for each of the games surveyed. Again, overall expenditures (organizing committee, visitors, etc.) were highest for the provincial games. At a provincial level, spending generated by the six games surveyed totalled approximately $3.6 million. Of this 31.9% ($1.1 million) is visitor spending, 33% ($1.2 million) is grants, and the remaining 36% (1.3) million is other spending by the organizing committees.

Table 3 compare grant revenues received by the various games. Grant revenues are highest for the Alberta Summer and Winter Games. When we compare additional monies expended to grants provided by the Alberta Sport Council we find that the Souther Alberta Games has the highest ratio and that, generally, zone games have higher ratios than provincial games. Again, the difference is attributed to the scope and type of games, and differences in the manner in which provincial and zone games are conducted.

Gifts In Kind were not included in this report as they have not been incorporated into Organizing Committee's audited statements. Further investigation indicates Gifts In Kind have significant impact when estimating the total cost of Games, i.e. Strathcona $490,000 and Red Deer $207,000. All of these expenditures may not have occurred if they were not offered as donations; however, such expenditures such as vehicle expenses would have been an actual cost incurred if they has not been donated, e.g. vehicle donations to Strathcona Games $45,620.00.

Table 1 SUMMARY OF ATTENDANCE

	NORTHWEST GAMES	SOUTHERN GAMES	NORTHEASTERN GAMES	BIG COUNTRY GAMES	ALBERTA SUMMER GAMES	ALBERTA WINTER GAMES	
	GRANDE PRAIRIE (July 10-12)	M.D. WILLOW CREEK (July 15-18)	LAC LA BICHE (Jan 15-17)	SUNDRE (Jan 14-17)	STRATHCONA COUNTY Aug 6-8)	RED DEER (Jan 29-31)	TOTAL
ATTENDANCE							
Spectators (inc. coaches VIP's)	2020	4024	1135	1291	6503	4671	19644
Volunteers	320	500	320	200	2700	1975	7015
Athletes	499	3780	1156	653	2720	2214	10922
	2839	8304	2611	2144	11923	8760	37581
ESTIMATED VOLUNTEER HOURS							
Average per Person	14.6	33.3	29.1	33.5	84.7	24.9	
Total Hours	4672	16650	9312	7050	174690	100338	

Table 2 SUMMARY OF EXPENDITURES

	NORTHWEST GAMES GRANDE PRAIRIE	SOUTHERN GAMES M.D.WILLOW CREEK	NORTHEASTERN GAMES LAC LA BICHE	BIGCOUNTRY GAMES SUNDRE	ALBERTA SUMMER GAMES STRATHCONA	ALBERTA WINTER GAMES RED DEER
EXPENDUTURES IN HOST COMMUNITIES						
Organizing Committee	$ 27,075	$ 51,867	54,378	$15,006[1]	$472,639	$405,209
Residents (spect/voln/athletes)	14,873	43,035	37,646	15,017	174,602	187,581
Visitors (spect/voln/athletes)	60,930	134,869	71,850	13,685	266,372	187,729
EXPENDITURES OUTSIDE HOST COMMUNITIES						
Organizing Committee	9,604	19,820	22,402	2,930[1]	828,201	154,472
Spectators/volunteers/athletes	24,518	85,253	17,162	14,949	131,123	44,057
TOTAL EXPENDITURES	$137,000	$344,844	203,438	61,587	$1,872,937	$979,248

[1] expenditure location - estimate based on Southern Alberta Games

Table I GRANT REVENUES TO DOLLAR EXPENDED

	NORTHWEST GAMES GRANDE PRAIRIE	SOUTHERN GAMES M.D.WILLOW CREEK	NORTHEASTERN GAMES LAC LA BICHE	BIG COUNTRY GAMES BUNDRE	ALBERTA SUMMER GAMES STRATHCONA	ALBERTA WINTER GAMES RED DEER
ALBERTA SPORT COUNCIL	$ 20,000	$ 15,000	$ 17,500	$ 15,000	$365,000	$365,000
CRC	4,650	-	-	-	71,000	41,000
CULTURAL	-	-	3,300	-	-	
EMPLOYMENT	3,658	5,374	11,386	-	-	-
OTHER	700	18,958	3,900	-	155,275	47,403
TOTAL	$ 29,008	$ 39,332	$ 36,086	$ 15,000	$591,275	$453,403
Ratio (dollar expended to Sport Council grant Dollar)	$ 5.85	$ 21.22	$ 10.63	$ 3.56	$ 4.17	$ 1.63

RECOMMENDATIONS

- That this study should be completed at this time to enable the review of the methodology of the model.

- The multiplier section of the model should be completed for the Games under review.

- That surveying of this type does not need to be done annually. A good basis of information has been developed to date to provide accurate information to Organizing Committee. Surveys should be completed every two to three years to check accuracy.

- Based on experience, a manual or workbook, approach for completing an Economic Impact Assessment by an Organizing Committee is not realistic. While the Committee can implement the collection of data it is necessary for the Ministry to continue to coordinate the analysis of information to ensure accuracy and consistency.

  Should further studies be required, consultive assistance from the Ministry in analysis will be required.

- Audited financial statements should be revised to include gifts in kind. This is presently not done. A standard format for audit statements should be developed to be provided to Organizing Committees. In addition, guidelines should be provided for recording Gifts In Kind; separating donations that are necessary to the operation of Games, as opposed to those that are supplementary.

- Resource Information on maximizing the promotion and economic impact of Games on Host Communities should be developed.

- Information generated from this study should be incorporated into the bidding package for communities interested in Hosting Games.

THE ECONOMIC IMPACT ON COMMUNITIES HOSTING GAMES

Prepared by the Alberta Sport Council
in Cooperation with
Alberta Recreation and Parks

Final Report

October 14, 1988 (R)

BACKGROUND

This study officially began in early 1987. The purpose of the study was twofold: first, to establish and test a method for determining economic impact of regional and provincial sporting events, and; second, to use the method to collect expenditure information on a sampling of sporting events in Alberta.

This project was undertaken as a Ministry study involving Paul Conrad from the Alberta Sport Council and Mike Boyd from the Department of Alberta Recreation and Parks. From the beginning it was intended that this study would form the basis of a "How To" manual for organizing committees - enabling them to conduct future economic impact studies. This meant that any method developed had to meet several criteria:

- it must be simple yet consistent (in theory) with other economic studies
- it must be able to be administered by volunteers
- it must minimize demands on participants, visitors, businesses, etc. during the collection of data (low annoyance factor)
- it must assume no prior knowledge of economics by the organizing committee.

Background work had been completed by the department in 1985 when Stewart, Weir & Co. were contracted to prepare "A Guide to Estimating the Economic and Social Impacts Resulting from Hosting Major Province-Wide Sport Events". This work formed the basis for the current study.

When the study began, it was recognized that to assess economic impact of sporting events would require; a) the collection of expenditure data, and; b) the development of a method to use this data to determine the "multiplier effect" of economic activity. At the time of writing, work on the multiplier effect has been delayed due to methodological problems, and lack of the necessary community economic data upon which such a multiplier approach is normally based. Work in this area is continuing. Due to the controversy frequently associated with economic multipliers, it is considered vital that this portion of the study be based on sound accurate economic data.

1

Multiplier Effect

The Multiplier effect recognizes that an injection of one dollar may result in a benefit to the economy greater than one dollar because the money is cycled and re-cycled through the economy.

PREAMBLE

Annually, many Alberta communities host major provincial or zone sporting events such as Alberta Games and Southern Alberta Summer Games. The widespread acceptance of these events by Albertans not only ensures their continuance, but also implies that there must be some positive social and economic benefits that are gained by the host community. Examples of these benefits would include:

- Volunteers gain new skills and experiences.
- The Volunteer support structure of the host community is enhanced.
- Members of the community experience working towards a common goal.
- The host community gains exposure through coverage of the games and visitation by people who come to watch or participate.
- Facilities are enhanced.
- The host community receives an economic boost from the expenditures of participants, spectators and the purchase of materials and supplies for the games.

While the social benefits are easily observed, the economic benefits are more difficult to identify and measure. Given Alberta's current economic environment, greater interest and significance is being given to those economic benefits.

The Alberta Sport Council in cooperation with Alberta Recreation and Parks has developed, tested, and implemented a model for measuring the economic impact in communities that host sporting events. This model has been critically reviewed and validated by experts in the field, and is also comparable to similar studies conducted in parts of Canada. As a result of this scrutiny the authors of this report are confident of the accuracy of the results attained.

INTRODUCTION

Economic impact assessments were performed on four zone and two Alberta Games. The host communities involved included:

Zone

Grande Prairie	(Northwestern Alberta Summer Games)
Nanton	(Southern Alberta Summer Games)
Sundre	(Big Country Winter Games)
Lac La Biche	(Northeastern Alberta Winter Games)

Alberta Games

Strathcona County	(Alberta Summer Games)
Red Deer	(Alberta Winter Games)

This final report will outline the approach and methodology utilized in the implementation of these economic impact assessments. An analysis of the results of each Games and an overall summary will be provided for each host community.

Although this report identifies the studies were completed on Games, it is important to point out that this economic impact model has been designed to be used on any major sporting event. This would include major sport events such as the Labatt Brier to National and International sport specific competitions. With minor modification cultural events specifically or the cultural components of a major event can be measured in this economic impact assessment.

THE APPROACH

This approach is expenditure based. That is, only expenditures are measured and not revenues. This is done to avoid the hazard of double counting.

There are three major types of economic benefits that accrue from the hosting of sporting events. These are:

1. direct spending generated within the host community as a result of the Games.

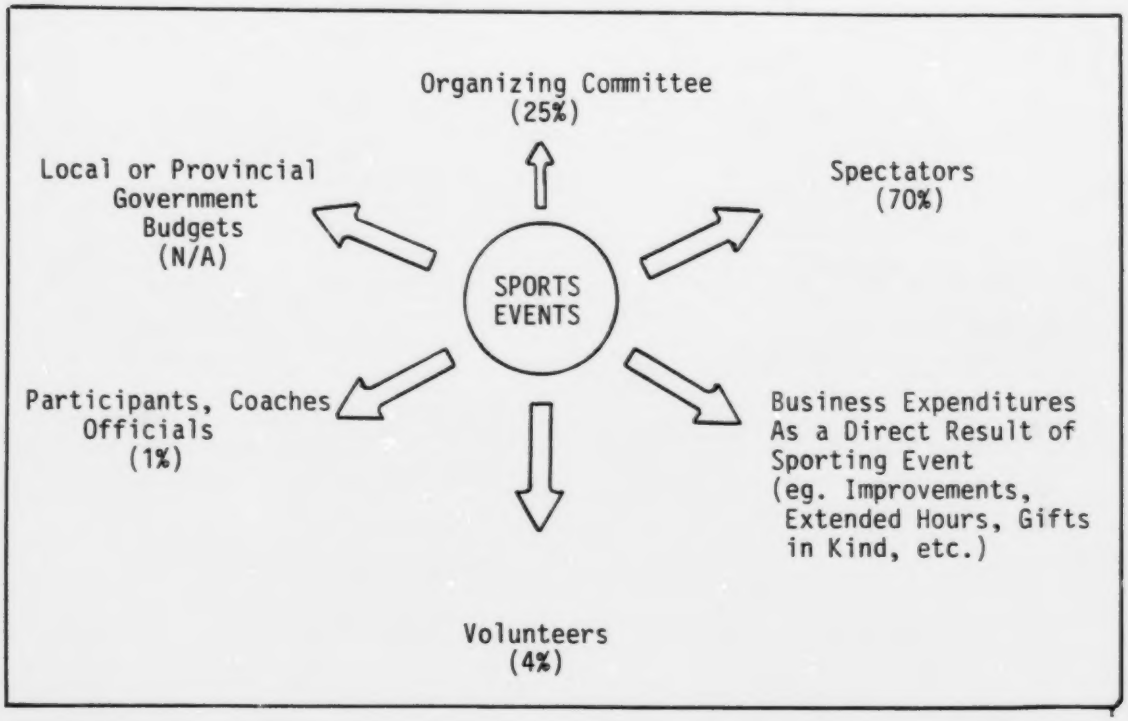
2. direct spending generated outside the host community both in the form of visitor travel expenditures, and purchases made by the organizing committee outside the host community.

3. indirect "legacy" benefits left to the community. Examples of these may be new facilities or upgrading of existing facilities as a result of hosting the Games.

Prior to implementing a study it is important to define the geographic area over which economic impacts are to be measured. Typically this can either be the host community, or the Province of Alberta or both, since impacts occur at both levels.

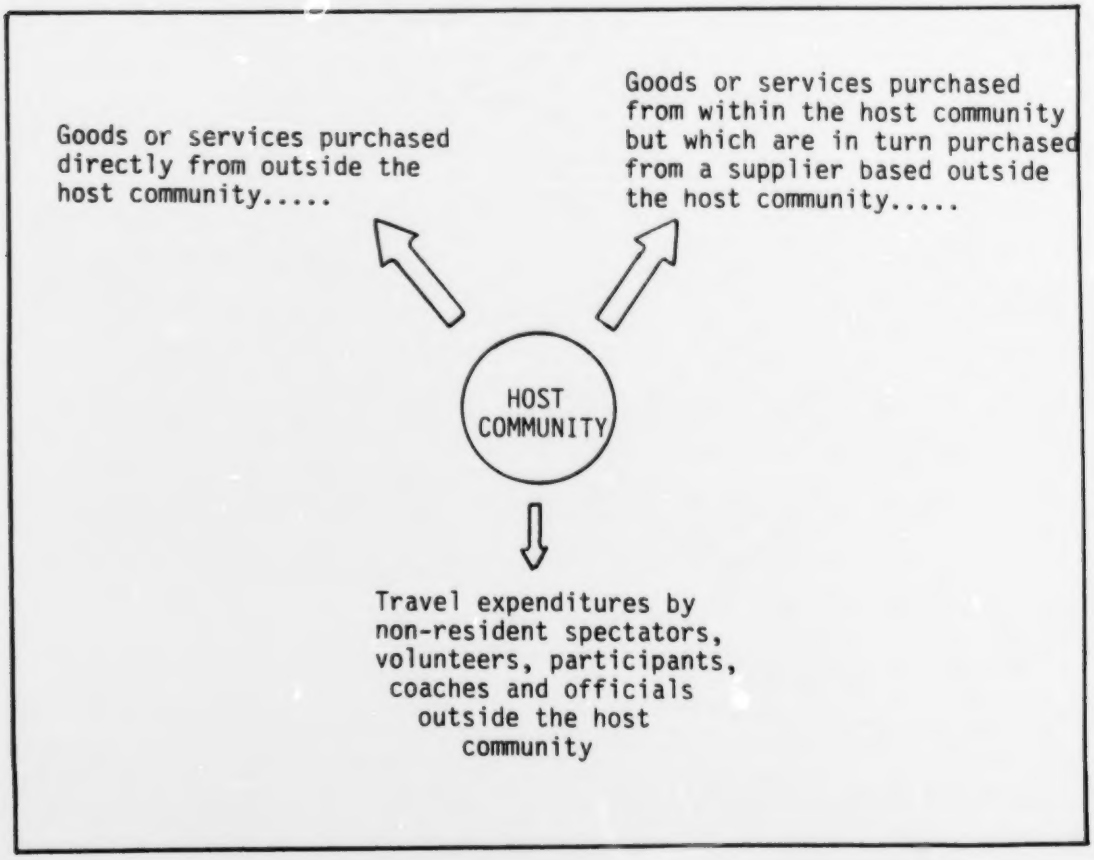
The approach discussed here recognizes 6 sources of expenditures associated with the Games - the organizing committee, spectators, expenditures by local businesses, volunteers, participants/coaches/ officials, and spending of local or Provincial Governments. These are displayed in Figure 1. An approximate proportion of total expenditures attributable to each source is also shown. As noted on the figure, expenditures for the Games are expected to differ but the two major sources of expenditure will still be spectators and the organizing committee.

Figure 1 SOURCES OF TOTAL EXPENDITURE



If the economic impact is to be identified specifically for the host community then certain expenditures must be discounted or removed from the calculation of total expenditures in Figure 1. Figure 2 shows the type of expenditures which must be discounted. These represent Games related expenditures made on items or services purchased outside the host community, either directly (eg. organizing committee buys decorations from Red Deer) or indirectly (eg. organizing committee buys office supples from a store in the host community which in turn buys these from a wholesaler in Calgary).

Figure 2 EXPENDITURES DISCOUNTED FROM TOTAL EXPENDITURES


Goods or services purchased directly from outside the host community.....
Goods or services purchased from within the host community but which are in turn purchased from a supplier based outside the host community.....
HOST COMMUNITY
Travel expenditures by non-resident spectators, volunteers, participants, coaches and officials outside the host community

A final item of particular significance economically, is the amount of "new" money which is brought into the host community by the Games. Because these dollars are not in the community before, they have greater economic significance than existing community monies which are simply recirculating through the community. Figure 3 shows the primary sources of "new" monies.

The second source is information on the spending of spectators, volunteers, participants, coaches and officials. This information is collected through a written questionnaire. This activity requires the greatest amount of actual work - distributing/conducting questionnaires, and summarizing results. Given that spectator expenditures account for approximately 70% of total expenditures, the time is well worth investing. Data is summarized manually or using a PC and LOTUS 123 software package.

Standard questionnaires (Appendix 1) have been developed and tested. Questionnaire distribution is based on a systematic random sampling method. Questionnaires are distributed at most events. Total numbers of questionnaires distributed will depend on the total estimated attendance. Volunteers are used to distribute the questionnaire.

Figure 4 summarizes basic expenditure categories and the source of information for each.

Spectator surveys designed to collect expenditure information from spectators, athletes and coaches are distributed at each venue income. Individuals from family groups or travelling parties are asked to answer for their group as a whole. Surveys are distributed amongst events proportionally, based upon estimates, (pre-registrations) of the number of athletes participating in each event. This is a valid approach since the number of spectators at each event has been proven to be primarily determined by the number of athletes participating. Participant surveys were utilized if athletes, coaches, and officials were housed separately. If they were not, they were considered to be a part of the spectator group and picked up in the audience survey.

A random handout technique was used. Spectators were given questionnaires and either asked to return them to the surveyor or drop them off in a box located nearby. Generally, attempts are made to survey events during two different time periods. Finally, sampling times are modified to accommodate the number of volunteers available, times, the variety of event locations, and variable start and finish times.

Volunteers are also surveyed in addition to the audience and participants. The objective is to provide estimates of volunteer hours as well as expenditures. Volunteers were surveyed at event sites, organizational meetings, and association receptions, whichever was determined to be most appropriate.

Surveys are primarily distributed at sport events. Cultural events are usually not covered.

Figure 4 SOURCES OF EXPENDITURE INFORMATION

EXPENDITURE CATEGORIES	SOURCES OF INFORMATION	
	Accounts	Questionnaire
ORGANIZING COMMITTEE	XXX	
LOCAL AND/OR PROVINCIAL GOVERNMENT BUDGETS	XXX	
SPECTATOR PERSONAL EXPENSES * Resident * Non-resident		XXX
VOLUNTEER PERSONAL EXPENSES * Resident * Non-resident		XXX
PARTICIPANT, OFFICIALS, COACHES PERSONAL EXPENSES * Resident * Non-resident		XXX
BUSINESS EXPENSES * Gifts in Kind * Donations	XXX	

1987 NORTHWESTERN ALBERTA SUMMER GAMES

The 1987 Northwestern Alberta Summer Games were held in Grande Prairie from July 10-12, 1987. A total of 499 athletes competed in the Games, with an estimated 320 volunteers and 2,020 spectators also attending (Table 1).

Estimates of spectators are based on a calculation of the number of groups attending per athlete. Accurate counts of athletes are available from registration data. Participants and spectators are broken down according to whether they resided inside or outside of Grande Prairie.

61.9% of athletes and 33.1% of spectators were from outside of Grande Prairie. 82.8% of all volunteers were local residents.

65.6% of all spectator groups surveyed had a friend or relative participating or involved in the Games.

Expenditures on the Northwestern Alberta Summer Games were separated into three types: those made by residents, those made by non residents, and those made by the organizing committee, Table 2.

An estimated total of $137,000 was spent on the 1987 Northwestern Alberta Summer Games. Resident and non-resident spending accounted for 10.8% and 62.4% respectively, of total spending. Organizing committee spending accounted for the remaining 26.8%. There were no capital expenditures reported for the Northwestern Alberta Summer Games.

Looking at the division of spending according to location, we find that approximately $102,878 or 75.1% was spent in Grande Prairie and $34,122 or 24.9% was spent outside Grande Prairie.

In terms of total spending, we find that for every dollar spent by the organizing committee $2.74 was spent by participants and spectators.

Examining only so called "new monies" we find that the 1987 Northwestern Alberta Summer Games resulted in $60,930 of "new money" (excluding Provincial Government grants) being spent in Grande Prairie.

Types of Spending:

Table 3 shows the breakdown of resident and non-residentspending by categories reported by surveyed groups. Spending was highest in purchased meals (38.7%), shopping (21.9%), accommodation (9.8%), recreation and entertainment (8.1%).

Volunteers:

Volunteers reported working an average of 14.6 hours, in total, on the planning, operation and wrap-up of the Games. This yields an estimate of 4,672 total volunteer hours being spent on the Games.

It is also significant to note the contribution of resident volunteer spending inside the community. Survey resultsindicate that resident volunteer spending accounted for $ 6,228 or 41.9% of all spending by residents.

Grants:

The 1987 Northwestern Alberta Summer Games received $20,000.00 in grants from the Alberta Sport Council. For every dollar of Sport Council grant money given to the Games an additional $5.85 was spent, on average, by organizing committee participants, and visitors on the Games.

Table 1 DISTRIBUTION OF ATTENDANCE BY ORIGIN

	TOTAL ATTENDING	FROM HOST COMMUNITY	OUTSIDE HOST COMMUNITY
SPECTATORS	2020	1351 (66.9%)	669 (33.1%)
ATHLETES	499	190 (38.1%)	309 (61.9%)
VOLUNTEERS (estimated)	320	265 (82.8%)	55 (17.2%)
TOTAL	2839	1806	1033

Table 2 SUMMARY OF ALL SOURCES OF EXPENDITURES

	IN HOST COMMUNITY	OUTSIDE HOST COMMUNITY	TOTALS
RESIDENTS	$ 14,873	-	$ 14,873
NON-RESIDENTS	60,930	$ 24,518	85,448
ORGANIZING COMMITTEE (excluding capital)	27,075	9,604	36,679
TOTAL	$102,878	$ 34,122	$137,000

Table 3 SUMMARY OF ESTIMATED VISITOR EXPENDITURES BY CATEGORY

	$ SPENT IN HOST COMMUNITY		$ SPENT OUTSIDE OF HOST COMMUNITY	
CATEGORY	RESIDENTS %	VISITORS %	VISITORS	TOTALS %
Accommodation		$ 7,432 (12.2)	ns	$ 7,432 (9.8)
Transportation	$ 1,434 (9.6)	2,986 (4.9)	ns	4,420 (5.8)
Purchased meals	8,177 (55.0)	21,143 (34.7)	ns	29,320 (38.7)
Groceries (if Camping		1,280 (2.1)	ns	1,280 (1.7)
Shopping	934 (6.3)	15,659 (25.7)	ns	16,593 (21.9)
Recreation/ Entertainment	934 (6.3)	5,179 (8.5)	ns	6,113 (8.1)
Souvenirs	942 (6.3)	3,839 (6.3)	ns	4,781 (6.3)
Child Care (Volunteers only)	486 (3.3)			486 (0.6)
Other	1,966 (13.2)	3,412 (5.6)	ns	5,378 (7.1)
TOTALS	$14,873 (100)	$60,930 (100)	$24,518	$75,803 (100)

ns= not specified

1987 SOUTHERN ALBERTA SUMMER GAMES

The 1987 Southern Alberta Summer Games were held in Nanton from July 15-18, 1987. A total of 3,780 athletes competed in the Games, with an estimated 500 volunteers and 4,024 spectators also attending (Table 4).

Estimates of spectators are based on a calculation of number of groups attending per athlete. Accurate counts of athletes are available from registration data. Participants and spectators are broken down according to whether they resided inside of outside of the Municipal District of Willow Creek. Visiting groups were broken down by origin depending upon whether they resided inside or outside of the municipal District of Willow Creek. For the majority of the analysis the Municipal District of Willow Creek will be used as the area receiving the economic impact of the Games.

It was necessary to use the Municipal District rather than Nanton for several reasons. First, counts of the number of athletes from Nanton were not available, hence it was not possible to determine spectator numbers for residents of Nanton alone. Second, and perhaps more importantly, many of the visitors to the Games could not be accommodated in Nanton and stayed in nearby communities. The use of M.D. 26 as the area impacted was felt to more accurately reflect the true effects of the Games.

86.9% of athletes and 75.2% of spectators were from outside of M. D. of Willow Creek. 95.4% of all volunteers were local residents.

95% of all spectator groups surveyed had a friend or relative participating or involved in the Games.

Expenditures on the Southern Alberta Summer Games were separated into three types: those made by residents, those made by non residents, and those made by the organizing committee (Table 5).

An estimated total of $334,844 was spent on the 1987 Southern Alberta Summer Games. Resident and non-resident spending accounted for 12.8% and 65.7% respectively, of total spending. Organizing committee spending accounted for the remaining 21.5%. There were no capital expenditures reported for the Southern Alberta Summer Games.

Looking at the division of spending according to location, we find that approximately $229,771 or 68.6% was spent in the M. D. of Willow Creek and $105,073 or 31.4% was spent outside the M. D. of Willow Creek.

In terms of total spending, we find that for every dollar spent by the organizing committee $3.67 was spent by participants and spectators.

Examining only so called "new monies" we find that the 1987 Southern Alberta Summer Games resulted in $134,869 of "new money" being spent in the M. D. of Willow Creek.

Types of Spending:

Table 6 shows the breakdown of resident and non-resident spending by categories reported by surveyed groups. Spending was highest in purchased meals (38.8%), transportation (25.3%), accommodation (13.8%), groceries (if camping (7.1%), and shopping (4.2%) .

Volunteers:

Volunteers reported working an average of 33.3 hours, in total, on the planning, running and wrap-up of the Games. This yields an estimate of 16,650 total volunteer hours being spent on the Games.

It is also significant to note the contribution of resident volunteer spending inside the community. Survey results indicate that resident volunteer spending accounted for $19,070 or 44.3% of all spending by residents.

Grants:

The 1987 Southern Alberta Summer Games received $15,000.00 in grants from the Alberta Sport Council. For every dollar of Sport Council grant money given to the Games an additional $21.32 was spent, on average, by organizing committee participants, and visitors on the Games.

Table 4 DISTRIBUTION OF ATTENDANCE BY ORIGIN

	TOTAL ATTENDING	FROM HOST COMMUNITY	OUTSIDE HOST COMMUNITY
SPECTATORS	4024	998 (24.8%)	3026 (75.2%)
ATHLETES	3780	497 (13.1%)	3283 (86.9%)
VOLUNTEERS (estimated)	500	477 (95.4%)	23 (4.6%)
TOTAL	7804	1972	6332

Table 5 SUMMARY OF ALL SOURCES OF EXPENDITURES

	IN HOST COMMUNITY	OUTSIDE HOST COMMUNITY	TOTALS
RESIDENTS	$ 43,035	-	$ 43,035
NON-RESIDENTS	134,869	$ 85,253	220,122
ORGANIZING COMMITTEE (excluding capital)	51,867	19,820	71,687
TOTAL	$229,771	$105,073	$334,844

Table 6 SUMMARY OF ESTIMATED VISITOR EXPENDITURES BY CATEGORY

	$ SPENT IN M.D. #26		$ SPENT OUTSIDE M.D. #26	
CATEGORY	RESIDENTS %	VISITORS %	VISITORS %	TOTALS %
Accommodation		$25,928 (19.2)	$10,294 (12.1)	$ 36,222 (13.8)
Transportation	$10,942 (25.4)	N.S.	55,560 (65.2)	66,502 (25.3)
Purchased meals	20,594 (47.8)	68,573 (50.8)	13,083 (15.3)	102,250 (38.8)
Groceries (if				
Camping	1,506 (3.5)	14,858 (11.0)	2,303 (2.7)	18,667 (7.1)
Arts & Crafts	342 (0.8)	904 (0.8)	304 (0.3)	1,550 (0.7)
Shopping	240 (0.6)	9,204 (6.8)	1,685 (2.0)	11,129 (4.2)
Recreation/ Entertainment	2,054 (4.8)	8,173 (6.1)	734 (0.8)	10,961 (4.1)
Souvenirs	3,447 (8.0)	4,483 (3.3)	1,260 (1.5)	9,190 (3.5)
Child Care (Volunteers only)	1,152 (2.7)			1,152 (0.4)
Other	2,758 (64.0)	2,746 (2.0)	30 (0.1)	5,534 (2.1)
TOTALS	$43,035 (100)	$134,869 (100)	$85,253 (100)	$ 263,157 (100)

N.S. Not Specified

1988 NORTHEASTERN ALBERTA WINTER GAMES

The 1988 Northeastern Alberta Winter Games were held in Lac La Biche from Jan 15-17 and Jan 22-24, 1988. A total of 1,156 athletes competed in the Games, with an estimated 320 volunteers and 1,135 spectators also attending (Table 10).

Estimates of spectators are based on a calculation of number of groups attending per athlete. Accurate counts of athletes are available from registration data. Participants and spectators are broken down according to whether they resided inside of outside of Lac La Biche.

76.7% of athletes and 43.0% of spectators were from outside of Lac La Biche. 86.9% of all volunteers were local residents.

78.0% of all spectator groups surveyed had a friend or relative participating or involved in the Games.

Expenditures on the Northeast Alberta Winter Games were separated into three types: those made by residents, those made by non residents, and those made by the organizing committee (Table 11).

An estimated total of $203,438 was spent on the 1988 Northeastern Alberta Winter Games. Resident and non-resident spending accounted for 18.5% and 43.8% respectively, of total spending. It should be noted that dormitory accommodation was available for those athletes who needed it. This would offset non-resident participant spending. Organizing committee spending accounted for the remaining 37.7%. There were no capital expenditures reported for the Northeastern Alberta Winter Games.

Looking at the division of spending according to location, we find that approximately $163,874 or 80.6% was spent in Lac La Biche and $ 39,564 or 19.4% was spent outside Lac La Biche.

In terms of total spending, we find that for every dollar spent by the organizing committee $1.65 was spent by participants and spectators.

Examining only so called "new monies" we find that the 1988 Northeastern Alberta Winter Games resulted in $71,850 of "new money" excluding Provincial Government grants spent in Lac La Biche.

Grants:

The 1988 Northeastern Winter Games received $17,500.00 in grants from the Alberta Sport Council. For every dollar of Sport Council grant money given to the Games an additional $10.63 was spent, on average, by organizing committee participants, and visitors on the Games.

Table 10 DISTRIBUTION OF ATTENDANCE BY ORIGIN

	TOTAL ATTENDING	FROM HOST COMMUNITY	OUTSIDE HOST COMMUNITY
SPECTATORS	1135	647 (57.0%)	488 (43.0%)
ATHLETES	1156	269 (23.3%)	887 (76.7%)
VOLUNTEERS (estimated)	320	278 (86.9%)	42 (13.1%)
TOTAL	2611	1194	1417

Table 11 SUMMARY OF EXPENDITURES

	IN HOST COMMUNITY	OUTSIDE HOST COMMUNITY	TOTALS
RESIDENTS	$ 37,646	-	$ 37,646
NON-RESIDENTS	71,850	$ 17,162	89,012
ORGANIZING COMMITTEE (excluding capital)	54,378	22,402	76,780
TOTAL	$163,874	$ 39,564	$203,438

Table 12 SUMMARY OF ESTIMATED VISITOR EXPENDITURES BY CATEGORY

	$ SPENT IN HOST COMMUNITY		$ SPENT OUTSIDE OF HOST COMMUNITY	
CATEGORY	RESIDENTS %	VISITORS %	VISITORS %	TOTALS %
Accommodation	$ 224 (0.6)	$14,848 (20.7)	$ 1,736 (10.1)	$ 16,809 (13.3)
Transportation	6,257 (16.6)	2,711 (3.8)	11,623 (67.7)	20,591 (16.3)
Purchased meals	12,545 (33.3)	32,569 (45.3)	3,172 (18.5)	48,287 (38.1)
Groceries (if Camping	1,064 (2.8)	542 (0.8)	101 (0.6)	1,707 (1.3)
Shopping	1,558 (4.1)	2,973 (4.1)		4,531 (3.6)
Recreation/ Entertainment	7,399 (19.7)	14,355 (20.0)	133 (0.8)	21,888 (17.3)
Souvenirs	3,929 (10.4)	3,264 (4.5)	80 (0.5)	7,273 (5.7)
Child Care (Volunteers only)	1,176 (3.1)			1,176 (0.9)
Other	3,492 (9.3)	587 (0.8)	316 (1.8)	4,396 (3.5)
TOTALS	$ 37,646 (100)	$ 71,850 (100)	$ 17,162 (100)	$ 126,658 (100)

1988 BIG COUNTRY WINTER GAMES

The 1988 Big Country Winter Games were held in Sundre from Jan 14-17, 1988. A total of 553 athletes competed in the Games, with an estimated 300 volunteers and 1291 spectators also attending (Table 13).

Estimates of spectators are based on a calculation of the number of groups attending per athlete. Accurate counts of athletes are available from registration data. Participants and spectators are broken down according to whether they resided inside of outside of Sundre.

63.8% of athletes and 57.1% of spectators were from outside of Sundre. 91.7% of all volunteers were local residents.

78.4% of all spectator groups surveyed had a friend or relative participating or involved in the Games.

Expenditures on the Big Country Winter Games were separated into three types: those made by residents, those made by non residents, and those made by the organizing committee (Table 14).

An estimated total of $61,587 was spent on the 1988 Big Country Winter Games. Resident and non-resident spending accounted for 24.4% and 46.5% respectively, of total spending. Organizing committee spending accounted for the remaining 29.1%. There were no capital expenditures reported for the Big Country Winter Games.

Looking at the division of spending according to location, we find that approximately $43,708 or 71.0% was spent in Sundre and $ 17,876 or 29.0% was spent outside Sundre.

In terms of total spending, we find that for every dollar spent by the organizing committee $2.43 was spent by participants and spectators.

Examining only so called "new monies" we find that the 1988 Big Country Winter Games resulted in $13,685 of "new money" being spent in Sundre.

Types of Spending:

Table 15 shows the breakdown of resident and non-resident spending by categories reported by surveyed groups. Spending was highest in purchased meals (45.9%), transportation (27.2%), accommodation (11.3%), shopping (3.6%).

Volunteers:

Volunteers reported working an average of 23.5 hours, in total, on the planning, running and wrap-up of the Games. This yields an estimate of 7050 total volunteer hours being spent on the Games.

It is also significant to note the contribution of resident volunteer spending inside the community. Survey results indicated that resident volunteer spending accounted for $7,409 or 49.3% of all spending by residents.

Grants:

The 1988 Big Country Winter Games received $15,000 in grants from the Alberta Sport Council. For every dollar of Sport Council grant money given to the Games an additional $3.56 was spent, on average, by organizing committee participants, and visitors on the Games.

Table 13 DISTRIBUTION OF ATTENDANCE BY ORIGIN

	TOTAL ATTENDING	FROM HOST COMMUNITY	OUTSIDE HOST COMMUNITY
SPECTATORS	1291	555 (42.9%)	736 (57.1%)
ATHLETES	553	200 (36.2%)	353 (63.8%)
VOLUNTEERS (estimated)	300	275 (91.7%)	25 (8.3%)
TOTAL	2144	1030	1114

Table 14 SUMMARY OF ALL SOURCES OF EXPENDITURES

	IN HOST COMMUNITY	OUTSIDE HOST COMMUNITY	TOTALS
RESIDENTS	$15,017	-	$15,017
NON-RESIDENTS	13,685	$14,949	28,634
ORGANIZING COMMITTEE (excluding capital)	15,006 *	2,930 *	17,936
TOTAL	$43,708	$17,879	$61,587

* estimates based on breakdown of expenditures determined for 1987 Southern Alberta Games.

Types of Spending:

Table 12 shows the breakdown of resident and non-resident spending by categories reported by surveyed groups. Spending was highest in purchased meals (38.1%), recreation/entertainment (17.3), transportation (16.3%), accommodation (13.3%) Souvenirs (5.7%) .

Volunteers:

Volunteers reported working an average of 29.1 hours, in total, on the planning, running and wrap-up of the Games. This yields an estimate of 9312 total volunteer hours being spent on the Games.

It is also significant to note the contribution of resident volunteer spending inside the community. It was determined that resident volunteer spending accounted for $7,052 or 18.7% of all spending by residents.

Table 15 SUMMARY OF ESTIMATED VISITOR EXPENDITURES BY CATEGORY

CATEGORY	$ SPENT IN HOST COMMUNITY		$ SPENT OUTSIDE OF HOST COMMUNITY	
	RESIDENTS %	VISITORS %	VISITORS %	TOTALS %
Accommodation		$ 2,422 (17.7)	$ 2,489 (16.6)	$ 4,911 (11.3)
Transportation	5,103 (34.0)	1,119 (8.2)	5,652 (37.8)	11,875 (27.2)
Purchased meals	7,216 (48.1)	7,423 (54.2)	5,415 (36.2)	20,054 (45.9)
Groceries (if Camping	314 (2.1)	65 (0.5)	181 (1.2)	560 (1.3)
Shopping	941 (6.3)	486 (3.6)	165 (1.1)	1,592 (3.6)
Recreation/ Entertainment	608 (4.0)	188 (1.4)	602 (4.0)	1,397 (3.2)
Souvenirs	471 (3.1)	418 (3.1)	214 (1.4)	1,103 (2.5)
Child Care (Volunteers only)	261 (1.7)			261 (0.6)
Other	105 (0.7)	1,563 (11.4)	230 (1.5)	1,898 (4.3)
TOTALS	$ 15,017 (100)	$ 13,685 (100)	$ 14,949 (100)	$ 43,651 (100)

1987 ALBERTA SUMMER GAMES

The 1987 Alberta Summer Games were held in Strathcona County from August 5 - 8, 1987. A total of 2,720 athletes competed in the Games, with an estimated 2,700 volunteers and 6,503 spectators also attending (Table 7).

In the case of regional Games, estimates of total spectators are based on a calculation of number of spectators attending per athlete. Since we know that most athletes travel with relatives, we expect to find that most visitor parties consist of athletes and spectators. This has been shown to be the case. However, for provincial Games such as the Alberta Winter or Summer Games, separate transportation and accommodation is provided for athletes. To estimate spectator attendance an alternative calculation is used based on; number of athletes travelling with relatives, number travelling with other athletes, and the number of athletes who had friends or relatives attending the Games as spectators.

Participants and spectators are broken down according to whether they resided inside or outside of Strathcona County.

92.3% of athletes and 81.3% of spectators were from outside of Strathcona County. 96.0% of all volunteers were local residents.

88.0% of all spectator groups surveyed had a friend or relative participating or involved in the Games.

Expenditures on the Alberta Summer Games were separated into three types: those made by residents, those made by non residents, and those made by the organizing committee (Table 8).

An estimated total of $1,872,937 was spent on the 1987 Alberta Summer Games. Resident and non-resident spending accounted for 9.3% and 21.2% respectively, of total spending. Organizing committee spending accounted for the remaining 69.5%. Approximately $161,082 was spent on capital upgrading.

Looking at the division of spending according to location, we find that approximately $ 913,613 or 48.8% was spent in Strathcona County and $959,324 or 51.2% was spent outside Strathcona County.

In terms of total spending, we find that for every dollar spent by the organizing committee $0.44 was spent by participants and spectators.

Examining only so called "new monies" we find that the 1987 Alberta Summer Games resulted in $266,372 of "new money" being spent in Strathcona County.

Types of Spending:

Table 9 shows the breakdown of resident and non-resident spending by categories reported by surveyed groups. Spending was highest in purchased meals (29.9%), transportation (20.8%), Souvenirs (12.0%), shopping (8.4%) and accommodation (8.2%).

Volunteers:

Volunteers reported working an average of 64.7 hours, in total, on the planning, operating and wrap-up of the Games. This yields an estimate of 174,690 total volunteer hours being spent on the Games.

It is also significant to note the contribution of resident volunteer spending inside the community. Survey results indicate that resident volunteer spending accounted for $152,587 or 87.4% of all spending by residents.

Grants:

The 1987 Alberta Summer Games received $365,000 in grants from the Alberta Sport Council. For every dollar of Sport Council grant money given to the Games an additional $4.13 was spent, on average, by organizing committee participants, and visitors on the Games.

Table 7 DISTRIBUTION OF ATTENDANCE BY ORIGIN

	TOTAL ATTENDING	FROM HOST COMMUNITY	OUTSIDE HOST COMMUNITY
SPECTATORS	6503	1213 (18.7%)	5290 (81.3%)
ATHLETES	2720	209 (7.7%)	2511 (92.3%)
VOLUNTEERS (estimated)	2700	2592 (96.0%)	108 (4.0%)
TOTAL	11923	4014	7909

Table 8 SUMMARY OF ALL SOURCES OF EXPENDITURES

	IN HOST COMMUNITY	OUTSIDE HOST COMMUNITY	TOTALS
RESIDENTS	$174,602	-	$ 174,602
NON-RESIDENTS	266,372	$131,123	397,495
ORGANIZING COMMITTEE (excluding capital)	472,639	828,201	* 1,300,840
TOTAL	$913,613	$959,324	$1,872,937

*Does not include gifts in kind

Table 9 SUMMARY OF ESTIMATED VISITOR EXPENDITURES BY CATEGORY

	$ SPENT IN HOST COMMUNITY		$ SPENT OUTSIDE OF HOST COMMUNITY	
CATEGORY	RESIDENTS %	VISITORS %	VISITORS %	TOTALS %
Accommodation		$14,155 (5.3)	$32,726 (25.0)	$ 46,880 (8.2)
Transportation	$30,629 (17.5)	30,473 (11.4)	57,744 (44.0)	118,846 (20.8)
Purchased meals	51,087 (29.3)	84,983 (31.9)	35,192 (26.8)	171,262 (29.9)
Groceries (if Camping	3,116 (1.8)	8,494 (3.2)		11,610 (2.0)
Shopping	4,924 (2.8)	43,217 (16.2)		48,141 (8.4)
Recreation/ Entertainment	10,871 (6.2)	17,714 (6.7)		28,585 (5.0)
Souvenirs	35,760 (20.5)	32,637 (12.3)		68,397 (12.0)
Child Care (Volunteers only)	2,708 (1.6)			2,708 (0.5)
Other	35,507 (20.3)	34,699 (13.0)	5,461 (4.2)	75,667 (13.2)
TOTALS	$174,602 (100)	$266,372 (100)	$131,123 (100)	$ 572,097 (98.3)

1988 ALBERTA WINTER GAMES

The 1988 Alberta Winter Games were held in Red Deer from January 28-31, 1988. A total of 2214 athletes competed in the Games, with an estimated 2875 volunteers and 4671 spectators also attending (Table 16).

In the case of regional Games, estimates of total spectators are based on a calculation of number of spectators attending per athlete. Since we know that most athletes travel with relatives, we expect to find that most visitor parties consist of athletes and spectators. This has been shown to be the case. However, for provincial Games such as the Alberta Winter or Summer Games separate transportation and accommodation is provided. To estimate spectator attendance an alternative calculation is used based on; number of athletes travelling with relatives, number travelling with other athletes, and the number of athletes who had friends or relatives attending the Games as spectators.

93.4% of athletes and 54.5% of spectators were from outside of Red Deer. 99.1% of all volunteers were local residents.

70.8% of all spectator groups surveyed had a friend or relative participating or involved in the Games.

Expenditures on the Alberta Winter Games were separated into three types: those made by residents, those made by non residents, and those made by the organizing committee (Table 17).

An estimated total of $979,048 was spent on the 1988 Alberta Winter Games. Resident and non-resident spending accounted for 15.4% and 19.1% respectively, of total spending. Organizing committee spending accounted for the remaining 65.5%. There were no capital expenditures reported for the Alberta Winter Games.

Looking at the division of spending according to location, we find that approximately $780,519 or 78.3% was spent in Red Deer and $198,529 or 21.7% was spent outside Red Deer.

In terms of total spending, we find that for every dollar spent by the organizing committee $0.53 was spent by participants and spectators.

Examining only so called "new monies" we find that the 1988 Alberta Winter Games resulted in $187,729 of "new money" being spent in Red Deer.

Types of Spending:

Table 18 shows the breakdown of resident and non-resident spending by categories reported by surveyed groups. Spending was highest in purchased meals (27.8%), Transportation (15.3%), Souvenirs (13.2%), accommodation (11.8%), and shopping and recreation (15.8%).

Volunteers:

Volunteers reported working an average of 34.9 hours, in total, on the planning, running and wrap-up of the Games. This yields an estimate of 100,338 total volunteer hours being spent on the Games.

It is also significant to note the contribution of resident volunteer spending inside the community. Survey results indicate that resident volunteer spending accounted for $148,028 or 78.9% of all spending by residents.

Grants:

The 1988 Alberta Winter Games received $365,000 in grants from the Alberta Sport Council. For every dollar of Sport Council grant money given to the Games an additional $1.68 was spent, on average, by organizing committee participants, and visitors on the Games.

Table 16 DISTRIBUTION OF ATTENDANCE BY ORIGIN

	TOTAL ATTENDING	FROM HOST COMMUNITY	OUTSIDE HOST COMMUNITY
SPECTATORS	4671	2127 (45.5%)	2543 (54.5%)
ATHLETES	2214	145 (6.6%)	2069 (93.4%)
VOLUNTEERS (estimated)	2875	2850 (99.1%)	25 (0.9%)
TOTAL	9760	5122	4637

Table 17 SUMMARY OF ALL SOURCES OF EXPENDITURES

	IN HOST COMMUNITY	OUTSIDE HOST COMMUNITY	TOTALS
RESIDENTS	$187,581	-	$187,581
NON-RESIDENTS	187,729	$ 44,057	231,786
ORGANIZING COMMITTEE (excluding capital)	405,209 *	154,472 *	559,681
TOTAL	$780,519	$198,529	$979,048

* estimates based on Southern Alberta Games

Table 18 SUMMARY OF ESTIMATED VISITOR EXPENDITURES BY CATEGORY

	$ SPENT IN HOST COMMUNITY		$ SPENT OUTSIDE OF HOST COMMUNITY	
CATEGORY	RESIDENTS %	VISITORS %	VISITORS %	TOTALS %
Accommodation	$ 1,819 (1.0)	$44,348 (23.6)	$ 3,478 (7.9)	$ 49,646 (11.8)
Transportation	26,242 (14.0)	10,427 (5.6)	27,566 (62.6)	64,235 (15.3)
Purchased meals	47,645 (25.4)	60,674 (32.3)	8,385 (19.0)	116,704 (27.8)
Groceries (if				
Camping	1,225 (0.7)	1,594 (0.8)	219 (0.5)	3,038 (0.7)
Shopping	8,197 (4.4)	23,546 (12.5)	1,445 (3.3)	33,189 (7.9)
Recreation/ Entertainment	19,984 (10.7)	12,596 (6.7)	463 (1.1)	33,044 (7.9)
Souvenirs	35,297 (18.8)	18,767 (10.0)	1,329 (3.0)	55,393 (13.2)
Child Care (Volunteers only)	6,269 (3.3)	200 (0.1)		6,470 (1.5)
Other	40,903 (21.8)	15,575 (8.3)	1,172 (2.7)	57,649 (13.7)
TOTALS	$187,581 (100)	$187,729 (100)	$ 44,057 (100)	$419,367 (100)

SUMMARY AND CONCLUSIONS

RESULTS - ALL GAMES

Table 19 compares attendance figures for all games surveyed. It is interesting to note that the Souther Alberta Games drew more athletes and almost as many spectators as the Alberta Summer and Winter Games. Generally attendance of athletes and spectators depended upon whether the games were regional or provincial in scope.

Volunteer participation varied markedly between regional games and provincial games as shown in the number of volunteers and the average hours per volunteer. Much of this difference may be attributed to the fact that athletes are provided accommodation, meals and transportation at the provincial games. There is, therefore, a greater need for volunteers at these games.

Table 20 compares expenditure information for each of the games surveyed. Again, overall expenditures (organizing committee, visitors, etc.) were highest for the provincial games. At a provincial level, spending generated by the six games surveyed totalled approximately $3.6 million. Of this 31.9% ($1.1 million) is visitor spending, 33% ($1.2 million) is grants, and the remaining 36% ($1.3 million) is other spending by the organizing committees.

Table 21 compares grant revenues received by the various games. Grant revenues are highest for the Alberta Summer and Winter Games. When we compare additional monies expended to grants provided by the Alberta Sport Council we find that the Southern Alberta Games has the highest ratio and that, generally, regional games have higher ratios than provincial games. Again, the difference is attributed to the scope and type of games, and differences in the manner in which provincial and regional games are conducted.

Gifts In Kind were not included in this report as they have not been incorporated into Organizing Committee's audited statements. Further investigation indicates gifts In Kind have significant impact when estimating the total cost of Games, i.e. Strathcona $490,000 and Red Deer $207,000. All of these expenditures may not have occurred if they were not offered as donations; however, such expenditures such as vehicle expenses would have been an actual cost incurred if they had not been donated, e.g. vehicle donations to Strathcona Games $45,620.00.

Table 19 SUMMARY OF ATTENDANCE

	NORTHWEST GAMES	SOUTHERN GAMES	NORTHEASTERN GAMES	BIG COUNTRY GAMES	ALBERTA SUMMER GAMES	ALBERTA WINTER GAMES	
	GRANDE PRAIRIE (July 10-12)	M.D. WILLOW CREEK (July 15-18)	LAC LA BICHE (Jan 15-17)	SUNDRE (Jan 14-17)	STRATHCONA COUNTY Aug 5-8	RED DEER (Jan 29-31)	TOTAL
ATTENDANCE							
Spectators (inc. coaches VIP's)	2020	4024	1135	1291	6503	4671	19644
Volunteers	320	500	320	300	2700	2875	7015
Athletes	499	3780	1156	553	2720	2214	10922
	2839	8304	2611	2144	11923	9760	37581
ESTIMATED VOLUNTEER HOURS							
Average per Person	14.6	33.3	29.1	23.5	64.7	34.9	
Total Hours	4672	16650	9312	7050	174690	100338	

Table 20 SUMMARY OF EXPENDITURES

	NORTHWEST GAMES GRANDE PRAIRIE	SOUTHERN GAMES M.D.WILLOW CREEK	NORTHEASTERN GAMES LAC LA BICHE	BIGCOUNTRY GAMES SUNDRE	ALBERTA SUMMER GAMES STRATHCONA	ALBERTA WINTER GAMES RED DEER
EXPENDUTURES IN HOST COMMUNITIES						
Organizing Committee	$ 27,075	$ 51,867	54,378	$15,006[1]	$472,639	$405,209
Residents (spect/voln/athletes)	14,873	43,035	37,646	15,017	174,602	187,581
Visitors (spect/voln/athletes)	60,930	134,869	71,850	13,685	266,372	187,729
EXPENDITURES OUTSIDE HOST COMMUNITIES						
Organizing Committee	9,604	19,820	22,402	2,930[1]	828,201	154,472
Spectators/volunteers/athletes	24,518	85,253	17,162	14,949	131,123	44,057
TOTAL EXPENDITURES	$137,000	$344,844	203,438	61,587	$1,872,937	$979,248

[1] expenditure location - estimate based on Southern Alberta Games

Table 21 GRANT REVENUES TO DOLLAR EXPENDED

	NORTHWEST GAMES	SOUTHERN GAMES	NORTHEASTERN GAMES	BIG COUNTRY GAMES	ALBERTA SUMMER GAMES	ALBERTA WINTER GAMES
	GRANDE PRAIRIE	M.D.WILLOW CREEK	LAC LA BICHE	SUNDRE	STRATHCONA	RED DEER
ALBERTA SPORT COUNCIL	$ 20,000	$ 15,000	$ 17,500	$ 15,000	$365,000	$365,000
CRC	4,650	-	-	-	71,000	41,000
CULTURAL	-	-	1,300	-	-	
EMPLOYMENT	3,658	5,374	11,386	-	-	-
OTHER	700	18,958	3,900	-	155,275	47,403
TOTAL	$ 29,008	$ 39,332	$ 36,086	$ 15,000	$591,275	$453,403
Ratio (dollar expended to Sport Council grant Dollar)	$ 5.85	$ 21.32	$ 10.63	$ 3.5e	$ 4.1[illegible]	$ 1.68

RECOMMENDATIONS

- That this study should be completed at this time to enable the review of the methodology of the model.

- The multiplier section of the model should be completed for the Games under review.

- That surveying of this type does not need to be done annually. A good basis of information has been developed to date to provide accurate information to Organizing Committee. Surveys should be completed every two to three years to check accuracy.

- Based on experience, a manual or workbook, approach for completing an Economic Impact Assessment by an Organizing Committee is not realistic. While the Committee can implement the collection of data it is necessary for the Ministry to continue to coordinate the analysis of information to ensure accuracy and consistency

  Should further studies be required, consultive assistance from the Ministry in analysis will be required.

- Audited financial statements should be revised to include gifts in kind. This is presently not done. A standard format for audit statements should be developed to be provided to Organizing Committees. In addition, guidelines should be provided for recording Gifts In Kind; .P. donations that are necessary to the operation of the Games, as opposed to those that are supplementary.

- Resource Information on maximizing the promotion and economic impact of Games on Host Communities should be developed.

- Information generated from this study should be incorporated into the bidding package for communities interested in Hosting Games.